State of Washington
Washington State Gambling Commission

Human Resource Management Report
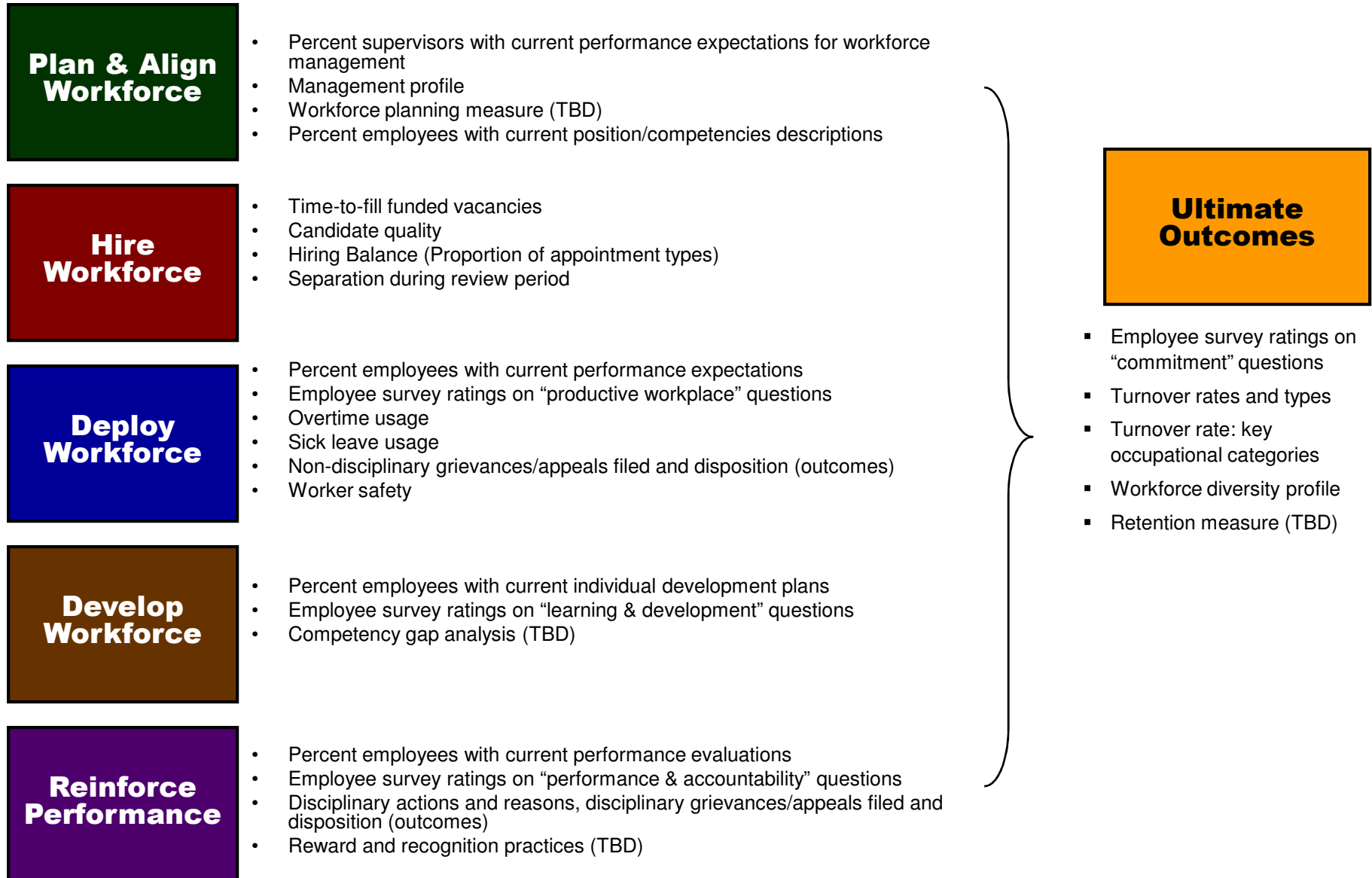
Plan & Align Workforce

Hire Workforce	Deploy Workforce	Reinforce Performance

Develop Workforce

October 2008

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	Ultimate Outcomes
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	**Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

2

Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Workforce Management Expectations

Agency Priority: Medium

> **Percent supervisors with current performance expectations _for workforce management_ = 100%***

*Based on 30 of 30 reported number of supervisors

Analysis:

- This represents all supervisors in the agency including WGS, WMS and EMS.

- This clearly shows agency management understands the value of setting and communicating expectations to all levels of staff.

- HR staff have completed training all supervisors on completing clear, specific, measurable and observable expectations for all levels of staff. For supervisors, these expectations include managing staffing levels, holding staff accountable, and managing staff performance.

Action Steps:

- Continue to work with managers and supervisors to ensure expectations are set and communicated.

- As we move toward receiving performance management confirmation, we will continue to monitor performance expectations to ensure all staff know what is expected of them.

Data as of July 2008
Source: Agency HR Staff

Plan & Align Workforce

Management Profile

WMS Employees Headcount = 14

Percent of agency workforce that is WMS = 7.9%

Managers* Headcount = 14

Percent of agency workforce that is Managers* = 7.3%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

- In addition to the number of managers in WMS, the agency has 7 EMS managers. These managers are Special Agent Program Managers (4) and Assistant Directors (3).

- This is based on total of 177 agency employees (count as of June 30, 2008).

Action Steps:

- Continue to monitor and manage positions to ensure only appropriate positions are designated as managers.

- This data will be monitored to ensure an adequate manager to staff ratio.

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Washington Management Service Headcount Trend

Data Time Period: July 2007 through June 2008

WMS Management Type

Management	7
Consultant	3
Policy	4
Not Assigned	0

Management 47%

Policy 33%

Consultant 20%

Not assigned 0%
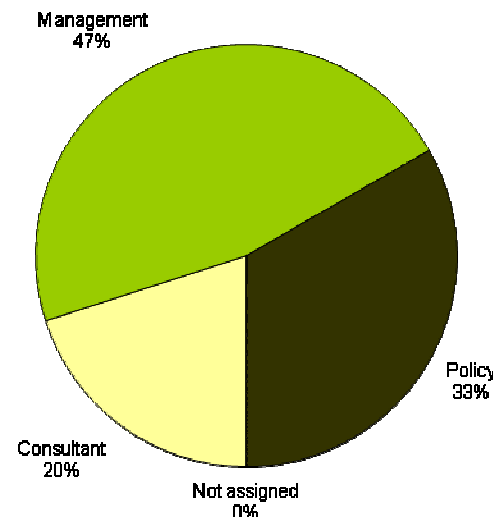
Data as of July 2008
Source: HRMS - BI

Plan & Align Workforce

Current Position/Competency Descriptions

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Medium

> **Percent employees with current position/competency descriptions = 94.3%***

*Based on 66 of 70 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- WSGC is close to reaching our goal of 100% completion rate for position descriptions

- As we move toward receiving performance management confirmation, we have worked with supervisors to ensure they have the tools and information to complete position descriptions. Supervisors understand these are the building blocks to writing specific performance and development plans.

Action Steps:

- The recent training should have a positive impact on our percentage completion for position descriptions in the next reporting period.

Data as of July 2008
Source: Agency HR Staff

Hire Workforce

Time-to-fill / Candidate Quality

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.
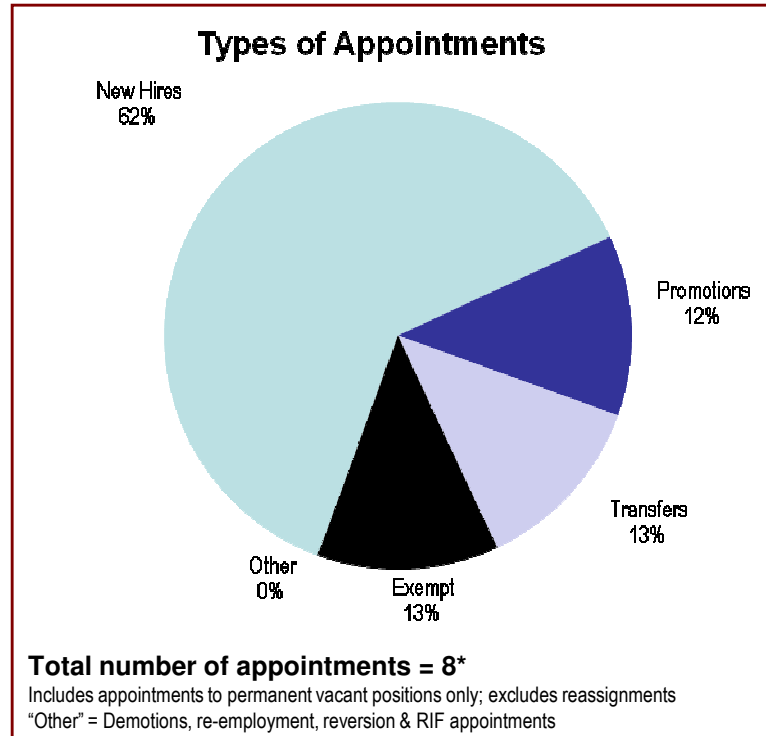
Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Agency Priority: Low

Time-to-fill Funded Vacancies

Average number of days to fill*:	42.6
Number of vacancies filled:	8

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: Low

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

   Number = 31   Percentage = 100%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

   Hiring managers indicating "yes":

     Number = 8   Percentage = 100%

   Hiring managers indicating "no":

     Number = 0   Percentage = 0%

Analysis:

- Hiring data was tracked internally.

- Since the last report in April, our days to fill has remained relatively unchanged (increased by 1.2 days). More importantly, the average days to fill has decreased from 59 days for FY 2007 to 42.6 days for FY08.

- Hiring managers are involved in each step of the process and are satisfied they are able to hire an employee who meets the requirements of the position and is the best candidate for the job.

- Last October, the agency set a goal of 45 days for the average days to fill positions. We have exceeded that goal during this fiscal year.

Action Steps:

- Continue to work with supervisors and managers throughout the hiring process to ensure we understand their needs and work to meet them.

- Our recruitment and hiring activity will likely diminish this year. If and when we do hire, we should be able to maintain our average number of days to fill at our goal of 45 days and we should continue to provide supervisors with highly qualified candidates.

Data Time Period: July 2007 through June 2008
Source: Agency HR staff

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low

Types of Appointments

New Hires 62%

Promotions 12%

Transfers 13%

Exempt 13%

Other 0%

Total number of appointments = 8*

Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: Low

Separation During Review Period

Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
Total Probationary Separations	*0*
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
Total Trial Service Separations	*0*
Total Separations During Review Period	**0**

Data Time Period: July 2007 through June 2008
Source: HRMS - BI

Analysis:

- These percentages reflect 5 new hires, 1 transfer, 1 promotion and 1 exempt hire in this time period.

- The promotion was a WMS appointment from another agency.

- The transfer was of an internal, exempt special agent to a different region.

- There were no separations during trial service or review periods.

Action Steps:

- Continue to partner with supervisors to ensure our recruitment and hiring processes incorporate position specific requirements.

- Continue to work with supervisors to ensure position descriptions are up-to-date, clear, and are shared with candidates during the recruitment and selection processes.

- We will continue to monitor exit interviews of departing staff to see if there are issues that need to be addressed.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: Medium

Percent employees with current performance expectations = 92.9%*

*Based on 65 of 70 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- This completion rate remains steady from last fiscal year.

- Our supervisors do a good job of providing employees with performance expectations that are linked to our agency mission and goals.

- Supervisors have recently been trained in setting performance expectations that are position specific.

Action Steps:

- As we move forward in the performance management confirmation process, our goal is 100% of staff will have performance expectations.

- We will continue to monitor performance expectations to ensure they are specific, clear, measurable and observable.

- We will provide one-on-one assistance to managers as needed and requested in writing meaningful expectations.

Data as of July 2008
Source: Agency HR Staff

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

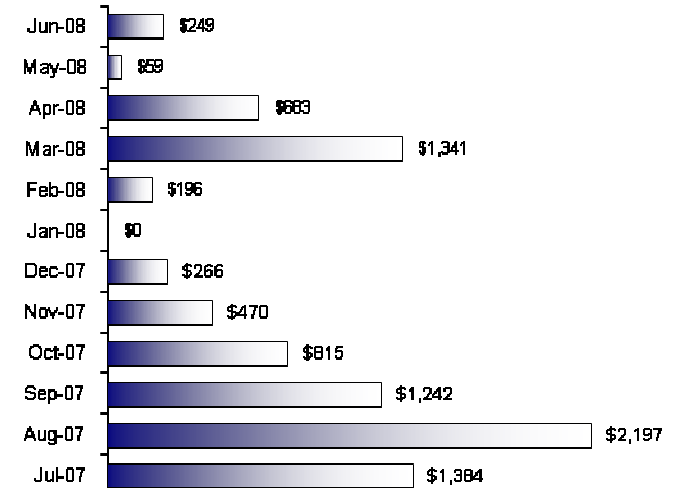Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: Low

Avg

Q4. I know what is expected of me at work.

| 2% | 5% | 45% | 46% | % |

4.3

Q1. I have the opportunity to give input on decisions affecting my work.

| % 4% | 17% | 44% | 33% | 0% |

4.0
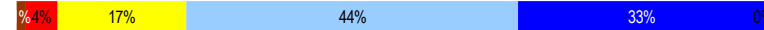
Q2. I receive the information I need to do my job effectively.

| 2% | 14% | 59% | 23% | 0% |

4.0
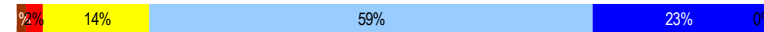
Q6. I have the tools and resources I need to do my job effectively.

| 2% | 10% | 56% | 31% | % |

4.1

Q7. My supervisor treats me with dignity and respect.

| 2% | 10% | 18% | 68% | % |

4.5

Q13. My agency consistently demonstrates support for a diverse workforce.

| 2% | 5% | 15% | 40% | 38% | % |

4.1

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 3% | 7% | 20% | 33% | 36% | 0% |

3.9

Q9. I receive recognition for a job well done.

| 4% | 7% | 23% | 35% | 31% | 0% |

3.8
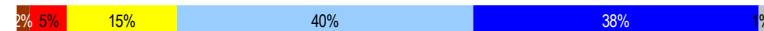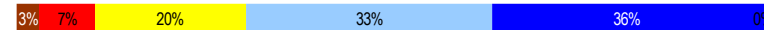
■ Never/Almost Never   ■ Seldom   ■ Occasionally
■ Usually   ■ Always/Almost Always   ■ No Response

| Overall average score for "Productive Workplace" ratings: | 4.1 |

Analysis:

- For the second survey in a row, the agency scored highest on Q7. This reflects the value we place on our employees and in creating a respectful, productive and safe workplace.

- Also for the second consecutive survey, Q8 and Q9 were the lowest scoring in this category. This rating has remained consistent from the last survey.

- Q13 is new this survey period. WSGC scored .3 points higher than the statewide score. It is encouraging that our employees understand the agency's commitment to supporting a diverse workforce.

- The agency's overall average in this category is .3 points higher than the statewide score.

- Our overall score remains unchanged from the last survey.

Action Steps:

- The agency has completed training for supervisors on writing clear performance expectations. This should have a positive impact on employees' understanding of what is expected of them at work.

- Additionally, we have trained supervisors on the PDP process. This should ensure employees can ask for and receive the tools they need to be successful in their jobs, and they have the opportunity to give input on decisions affecting them and their work.

- Included in the PDP training is encouragement for supervisors to provide ongoing, meaningful feedback to employees throughout the evaluation period.

Overtime Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: Low

Average Overtime (per capita) *
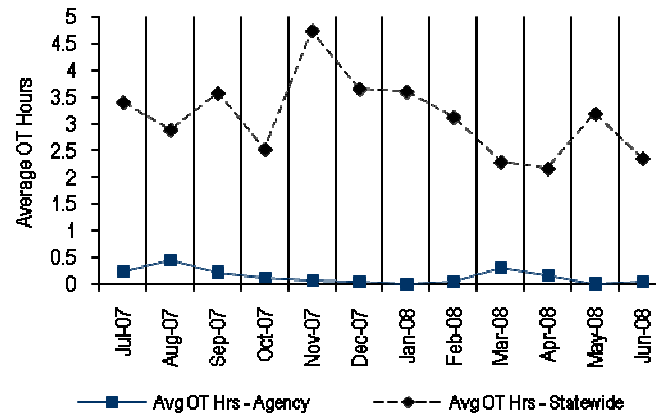
Overall agency avg overtime usage – per capita, per month: .15**

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency

Month	Cost
Jun-08	$249
May-08	$59
Apr-08	$683
Mar-08	$1,341
Feb-08	$196
Jan-08	$0
Dec-07	$266
Nov-07	$470
Oct-07	$815
Sep-07	$1,242
Aug-07	$2,197
Jul-07	$1,384

% Employees Receiving Overtime *
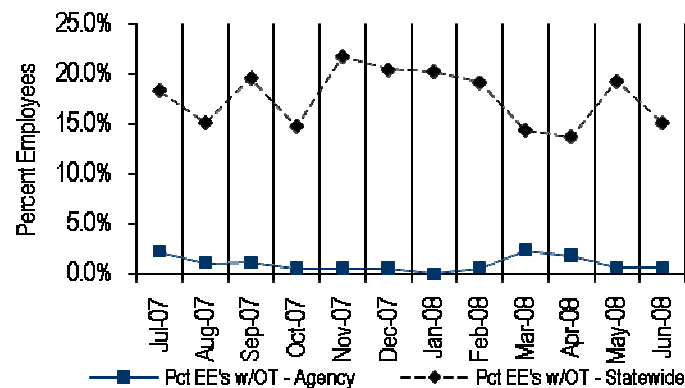
Overall agency avg employees receiving overtime per month: 1.01%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Analysis:

- $8,902 was paid in overtime during this 12-month reporting period.

- The majority of overtime was approved for licensing activities (processing new applications and renewals.)

- Overtime is typically tied to addressing or preventing backlogs, or for time spent on special investigations.

- Our agency manages overtime well and is significantly below the statewide average.

Action Steps:

- Continue to manage staff time and assignments to minimize overtime costs, when appropriate.

Data Time Period: July 2007 through June 2008
Source: HRMS - BI

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used . Employees are motivated.

Performance Measures

Percent employees with current performance expectations

effectivelyEmployee survey ratings on "productive workplace" questions
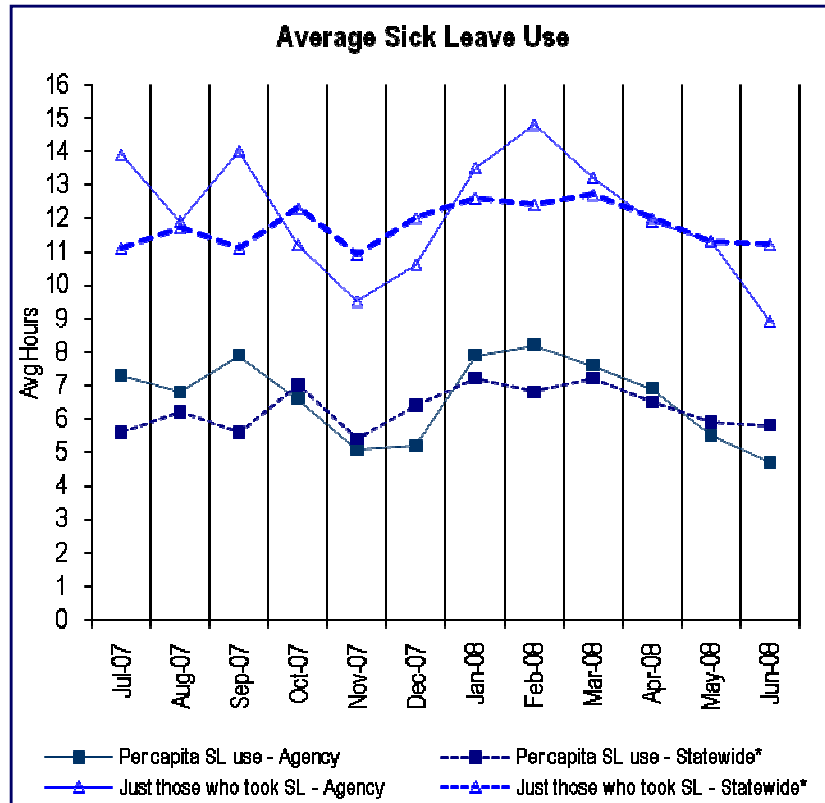
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: Low

Analysis:

- Our average hours of sick leave usage for those that used sick leave in the agency is slightly higher (.3 hours) than the statewide average.

- Since last fiscal year, our average hours for those that used sick leave has gone up by 3%.

- Our average hours used per capita has had a negligible increase since last fiscal year (.2 hours).

Action Steps:

- Continue to monitor sick leave use to be sure sick leave is being used appropriately.

- Sick leave use is not excessive, nor is it used at a much higher rate than statewide average.

- Some of our leave usage can be attributed to several staff being on FMLA during this reporting period.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
6.6 Hrs	87.3%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
12.1 Hrs	**150.8**%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: July 2007 through June 2008
Source: HRMS - BI

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

The Washington State Gambling Commission does not have represented employees.

Data Time Period: July 2007 through June 2008
Source: Agency HR staff

Deploy Workforce

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

There were no non-disciplinary appeals filed during this period.

Data Time Period: July 2007 through June 2008
Source: Department of Personnel and agency HR staff

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Gambling Commission, Washington State

Analysis:

- During Q1 of FY08, one employee was injured during defensive tactics training. During Q2 , three claims were filed for cumulative injuries . During Q3, one claim was filed due to a fall. During Q4, one claim was filed following an injury sustained during a physical fitness test.

- Only one claim filed during this period resulted in time loss.

- The agency does a good job of returning employees to work and ensuring once they are back on the job they have a safe work environment.

Action Plan:

- Continue to emphasize the importance of working safely and accident prevention.

- Continue providing in-house ergonomic assessments to maintain a low rate of claims related to improperly adjusted work stations and equipment.

- Monitor our defensive tactics training to ensure training occurs in the safest manner possible to minimize the risk of injuries.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE
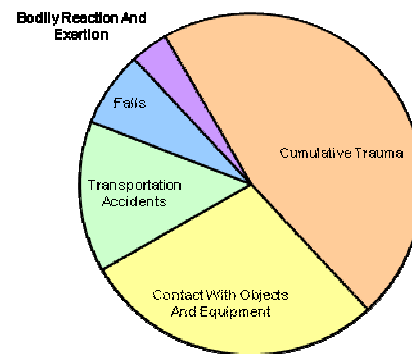
- claims rate
- compensable claims rate
- projected claims rate
- projected compensable claims rate
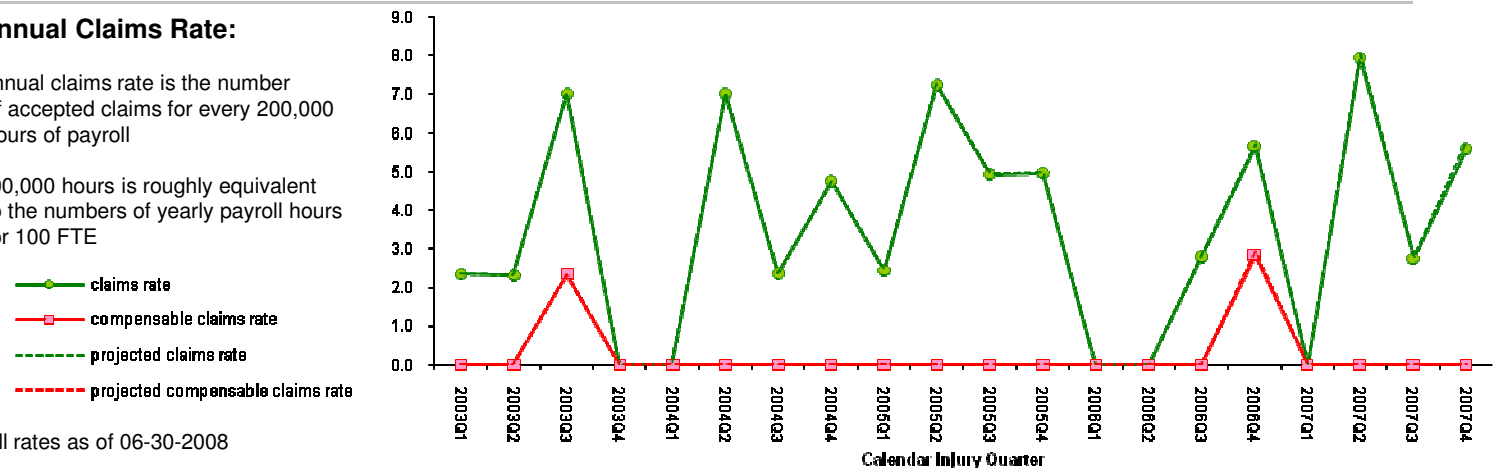
All rates as of 06-30-2008

Accepted Claims by *Occupational Injury and Illness Classification System* (OIICS) Event:

calendar year-quarter 2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')

Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	11
9	Other Events Or Exposures	2

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Medium

Percent employees with current individual development plans = 92.9%*

*Based on 65 of 70 reported employee count
Applies to employees in permanent positions, both WMS & GS

Data as of July 2008
Source: Agency HR Staff

Analysis:

- Our percent of complete IDPs has increased from 79% complete last fiscal year to nearly 93% complete this fiscal year.

- Our supervisors have been trained on developing meaningful performance and development plans. IDPs are a crucial part of those plans.
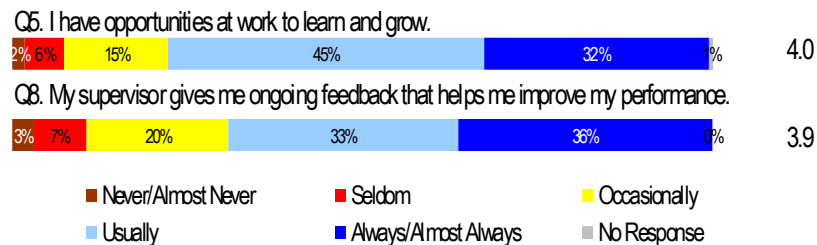
Action Steps:

- Continue to train supervisors on performance and development plans and monitor their completion.

Employee Survey "Learning & Development" Ratings

Agency Priority: Medium

Employee Survey "Learning & Development" Ratings

Avg

Q5. I have opportunities at work to learn and grow.

| 2% | 6% | 15% | 45% | 32% | 1% | 4.0 |

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 3% | 7% | 20% | 33% | 36% | 0% | 3.9 |

- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

Overall average score for "Learning & Development" ratings: 4.0

Analysis:

- Our overall average in this area is higher than the statewide average of 3.7.

- We have significant training and development opportunities for staff.

Action Steps:

- Continue to provide staff with learning opportunities through developmental assignments and transfer opportunities.

- Our supervisors conduct performance coaching with staff twice per year. This provides staff with timely and regular feedback on their performance.

- Continue these efforts as we move towards receiving performance management confirmation.

Data as of November 2007
Source: DOP Employee Survey

16

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

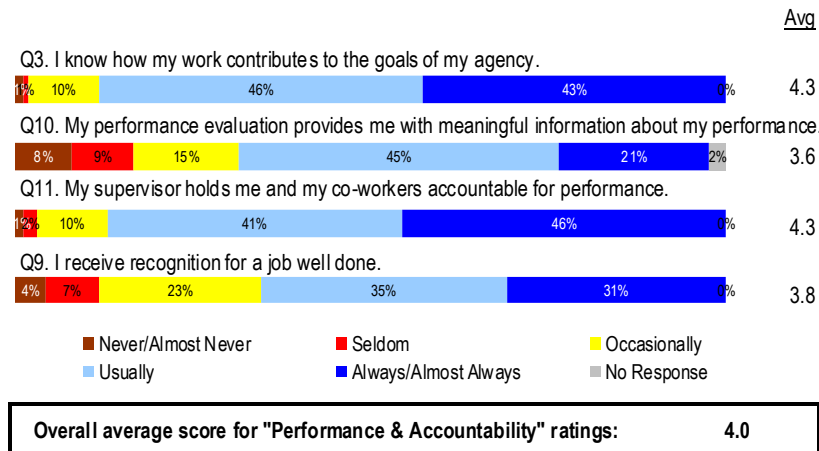**Percent employees with current performance evaluations**

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: Low

Percent employees with current performance evaluations = 97.1%*

*Based on 68 of 70 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Of the 70 employees we are reporting on, only 69 have a performance evaluation that is "due" because one employee is still in her review period. With this in mind, the percentage of completed evaluations for those that are *due* is 98.6% (68 of 69)

- This is a significant increase over last year when we had a 79% completion rate.

- Evaluations are due at the same time each year for all employees. This makes the process easier to manage and monitor.

Action Steps:

- As we move toward receiving performance management confirmation, we will continue to emphasize the importance of timely and meaningful performance evaluations.

- HR will provide one-on-one training to supervisors, if requested.

Data as of July 2008
Source: Agency HR Staff

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Agency Priority: Low

	Avg
Q3. I know how my work contributes to the goals of my agency.	
1% 10% 46% 43% 6%	4.3
Q10. My performance evaluation provides me with meaningful information about my performance.	
8% 9% 15% 45% 21% 2%	3.6
Q11. My supervisor holds me and my co-workers accountable for performance.	
1% 10% 41% 46% 6%	4.3
Q9. I receive recognition for a job well done.	
4% 7% 23% 35% 31% 6%	3.8

- ■ Never/Almost Never
- ■ Seldom
- ■ Occasionally
- ■ Usually
- ■ Always/Almost Always
- ■ No Response

Overall average score for "Performance & Accountability" ratings:	4.0

Analysis:

- The agency rating of 4.0 is higher than the statewide average rating (3.8) for this category and shows an increase over last year.

- High ratings for Q3 and Q11 indicate our supervisors do a good job of explaining how employees contribute to the goals of the agency. Employees also indicate they are confident supervisors hold employees accountable.

- Employees agree evaluations are meaningful, but they could be more meaningful.

- Employees may feel there is room to improve individual acknowledgment for their work.

Action Steps:

- We have trained our supervisors on the performance evaluation process. Supervisors now have the tools and training to provide meaningful performance evaluations. The agency should see positive results from this training the next time evaluations are completed. These efforts will not be recognized until the next employee survey in 2009.

- We hope to achieve performance management confirmation by the end of 2009. This will be one more way for managers to recognize outstanding performance.

Reinforce Performance

Formal Disciplinary Actions

Agency Priority: Low

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	1
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	**0**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- An employee made inappropriate remarks to another employee. The employee making the inappropriate remarks was a supervisor. Because of the nature of the remarks, and the position of the employee making the remarks, the employee was demoted.

Analysis:

- There was one disciplinary demotion taken during this time period.

- Disciplinary action is taken, when warranted. This shows we hold our employees accountable and take disciplinary action, when appropriate.

Action Steps:

- Continue to work with supervisors and staff to ensure expectations are appropriate, clear and communicated to staff.

- Continue to work with supervisors to deal with performance and behavior issues at the lowest level appropriate.

Data Time Period: July 2007 through June 2008
Source: Agency HR staff

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

There were no disciplinary grievances or appeals filed during this period.

Data Time Period: July 2007 through June 2008
Source: Agency HR staff

20

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions
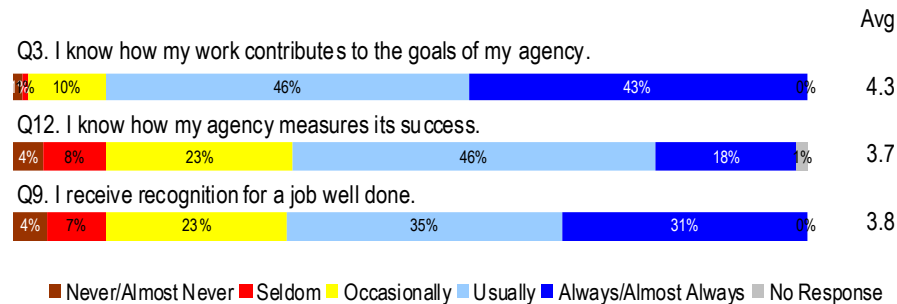
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: Medium

Avg

Q3. I know how my work contributes to the goals of my agency.

| 0% | 10% | 46% | 43% | 0% | 4.3 |

Q12. I know how my agency measures its success.

| 4% | 8% | 23% | 46% | 18% | 1% | 3.7 |

Q9. I receive recognition for a job well done.

| 4% | 7% | 23% | 35% | 31% | 0% | 3.8 |

■ Never/Almost Never ■ Seldom ■ Occasionally ■ Usually ■ Always/Almost Always ■ No Response

| Overall average score for "Employee Commitment" ratings: | 3.9 |

Analysis:

- Our agency rating (3.9) in this area is higher than the statewide average of 3.7.

- Since the last survey, our rating for Q3 has gone up by .2 points. This is possibly attributed to our strategic plan being clear about our agency goals and our efforts to tie all positions back to the strategic plan.

- Our agency rating for Q12 has increased .4 points since the last survey. This may be due to our efforts to clearly communicate our agency performance measures.

- The rating for Q9 has increased by .5 points . This is a significant improvement since the last survey.

Action Steps:

- The agency will continue to show position linkage to the agency mission and goals through communicating the strategic plan and through clearly linking each position to the mission on performance and development plans.

- We will continue communicating our performance measures to staff so they know what success "looks like."

- We will continue with current formal and informal recognition of our staff. When we achieve performance management confirmation, we will have one more option to recognize and reward outstanding performance.

Data as of November 2007
Source: DOP Employee Survey

ULTIMATE OUTCOMES

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Performance Measures

Employee survey ratings on "commitment" questions
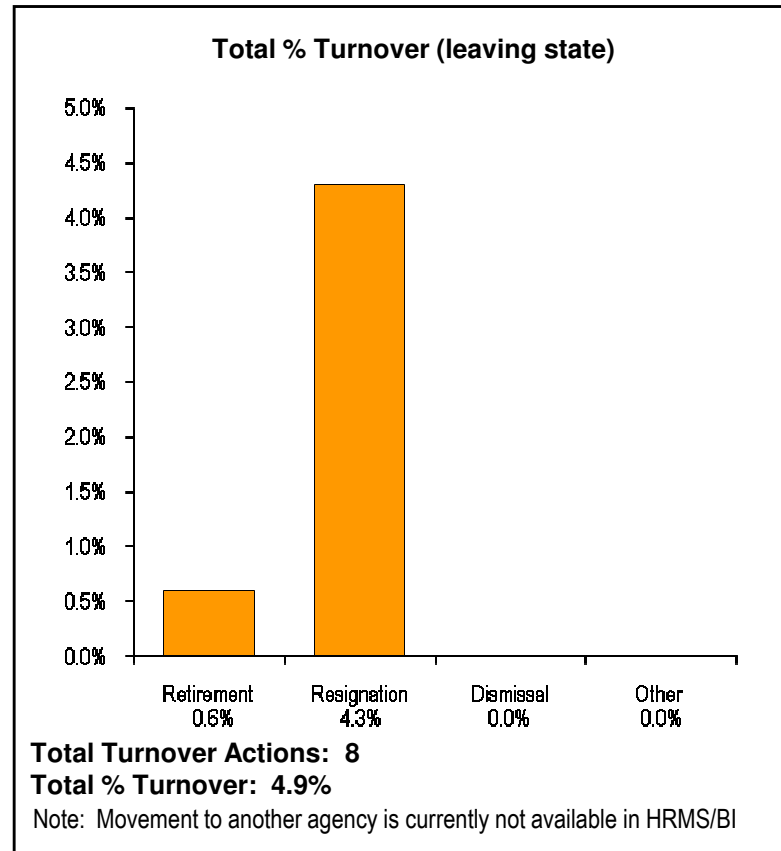
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: Medium

Total % Turnover (leaving state)

Retirement 0.6%	Resignation 4.3%	Dismissal 0.0%	Other 0.0%

Total Turnover Actions: 8
Total % Turnover: 4.9%
Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- There were 7 resignations and 1 retirement during this reporting period.

- In addition to the 8 separations listed, there was one other employee who left our agency for a promotion to another state agency.

- Of the 7 resignations, 1 was to move out of state with her spouse, 1 was for medical reasons, 1 left for employment with a tribe, 1 left for employment with US Customs, 1 left for employment with a police department, and 3 resigned for "other" reasons.

- This number is unchanged from FY 07 when we also had 8 resignations.

Action Steps:

- At this time, our turnover occurs at a reasonable rate.

- We will continue to use exit interviews as a tool to manage future turnover, as appropriate.

Data Time Period: July 2007 through June 2008
Source: Agency HR staff

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

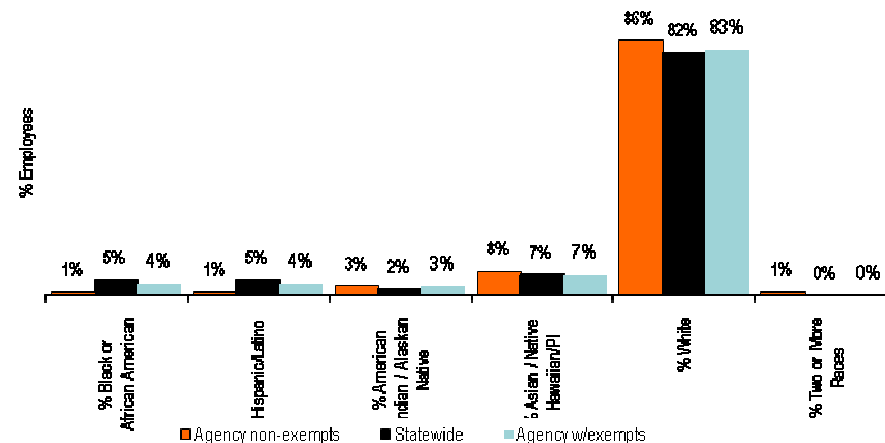Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)
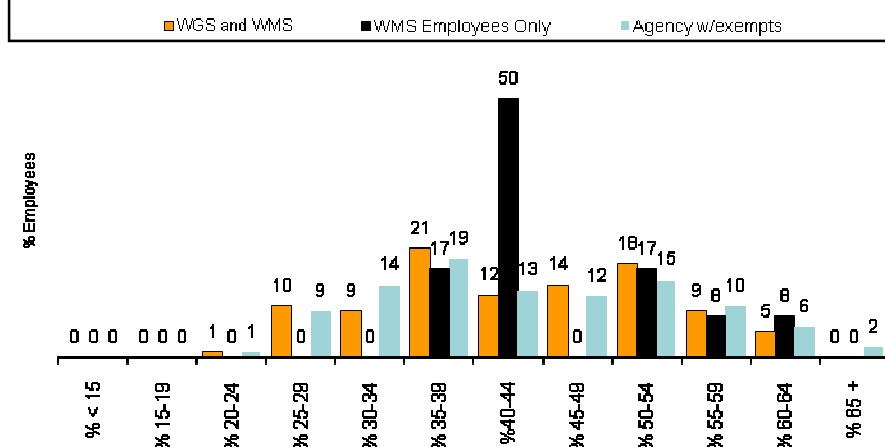
Workforce Diversity Profile

Agency Priority: Medium

	Agency	Agency w/exempts	State
Female	74%	49%	53%
Persons w/Disabilities	3%	2%	4%
Vietnam Era Veterans	5%	5%	6%
Veterans w/Disabilities	1%	2%	2%
People of color	14%	17%	18%
Persons over 40	58%	59%	75%

Diversity Profile by Ethnicity

Percent Age Distribution

Analysis:

- We have included an additional column to show our diversity percentages that includes our exempt staff (90 employees).

- The difference between our agency number and agency including exempts is most of our exempt staff are gambling special agents, a law enforcement position that is traditionally a male dominated field.

- Including our exempt staff in these numbers allows us to reflect the ethnic diversity of our staff more accurately.

- Hires into the agency during FY08 included 6 females, 2 persons over 40, 2 Hispanic, 1 American Indian, and 1 African American.

- Of the 9 staff that left the agency in FY08, 5 were female, 4 were persons over 40, 1 was Hispanic, and 1 was Asian/Pacific Islander.

Action Steps:

- We have started building relationships with colleges so we can hire interns and expose them to our work. In the long run, this should help us to increase our diversity.

- We will continue our targeted recruitment efforts to diversify our pool of available candidates for filling vacancies.

Data as of July 2008
Source: HRMS – BI and Agency HR staff

23

Workforce Diversity Profile

Employee Survey "Support for a Diverse Workforce" Ratings

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

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Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

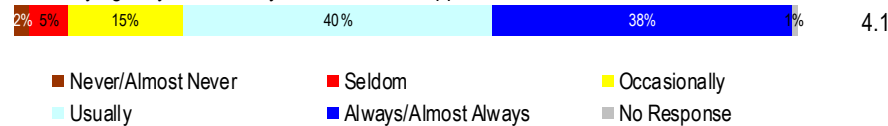**Workforce diversity profile**

Retention measure (TBD)

Agency Priority: Medium

Employee Survey "Diversity" rating

Avg

Q13. My agency consistently demonstrates support for a diverse workforce.

| 2% | 5% | 15% | 40% | 38% | 1% |

4.1

■ Never/Almost Never   ■ Seldom   ■ Occasionally
■ Usually   ■ Always/Almost Always   ■ No Response

Average rating for "Agency support for a diverse workforce":   4.1

Analysis:

▪ Our agency rates our support for diversity as 4.1 while the statewide average is 3.8.

▪ Our agency has a Diversity team that supports diversity themed activities throughout the year. The Diversity Team also has a page on our intranet that has a calendar of diversity events happening throughout the state.

▪ Our employees understand the value of diversity in the workplace and see the value the agency places on diversity, too.

Action Steps:

▪ We will continue to support an active Diversity Team.

▪ We will continue with our training efforts to ensure employees understand and support diversity.

▪ Whenever possible, we will support employees' attendance at and participation in diversity events.

▪ We will continue to expect IDPs for managers and supervisors to incorporate workforce diversity.

Data as of November 2007
Source: DOP Employee Survey